



iGov2010
From Integrating Services
to Integrating Government

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Preface

Our vision is to be an integrated Government (iGov) that delights customers and connects citizens through the use of infocomm technology.

Over the past 25 years, the Singapore Government has matured from automating work functions and reducing paperwork, to being a leading e-Government that delivers convenient and accessible electronic services (e-services). Under the e-Government Action Plans (eGAP and eGAP II), over 1,600 public services that could be delivered electronically have been made available online. We have also been aggressively pushing our e-services up the maturity ladder, from simple information publication, to interactive, fully transactional integrated e-services, and finally 3P (or Public-Private-People) integrated e-services, to provide customers with a one-stop total service experience.

Building on this strong foundation, the next lap of our journey in e-Government focuses on creating an iGov that works seamlessly behind the scene to serve customers better. Named "iGov2010", this masterplan from FY2006-FY2010 will guide public agencies to reap synergies and explore new opportunities as an iGov.

To achieve an iGov, we have to hasten the reworking of backend processes across agencies to strengthen customer-centricity in service delivery. Our next step will be to shift the focus from front-end to backend integration, and to advance from integrating services to integrating Government.

In 2010, we envision a Government that intelligently addresses customers' needs and delivers quality services that delight them. We aim to engage citizens in policy formulation and provide information that is interesting, relevant and useful. Above all, we aspire to be innovative in creating new value within the public sector as well as for the business sectors.

Looking Ahead Into

Integration and collaboration among agencies create new capabilities and enhance capacities for the public sector to serve customers and citizens in creative ways.



Citizens use interactive online channels to feedback and exchange views with the government on public policies and initiatives, allowing both citizens and government to better appreciate the issues, conceive fresh solutions and open up new spaces.



The Future

Using infocomm as the catalyst, public agencies take on the role of agents of change in their industries to spearhead innovative infocomm projects that give businesses in Singapore a competitive edge.



The Government understands the needs of the customers and proactively delivers services that meet their needs.



iGov2010

By 2010, the Singapore Government aims to be an Integrated Government (iGov) that brings its service delivery and operations to a higher level of excellence.

The iGov2010 masterplan sets out directions and strategies to guide public agencies' electronic Government efforts from FY2006 to FY2010 to achieve the integrated Government vision.

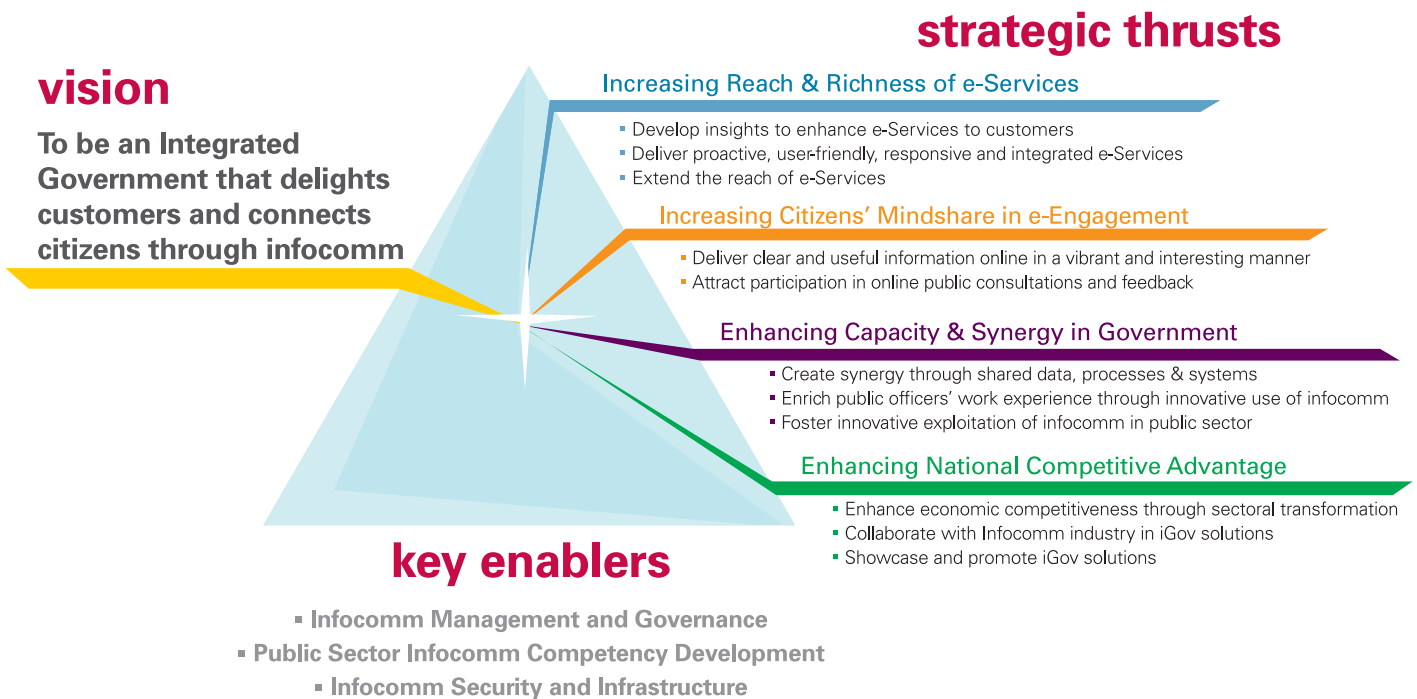


Figure: iGov2010 Strategic Framework

By 2010, we aim to have:

- 8 out of 10 users who are very satisfied with the overall quality of e-services
- 8 out of 10 users who are very satisfied with the level of clarity and usefulness of information published online on Government policies, programmes and initiatives
- 9 out of 10 users who would recommend others to transact with the Government through e-services

Increasing Reach and Richness of e-Services

Currently, citizens enjoy about 1,600 online services. Our focus in iGov2010 is to continue to improve the usage, reach and quality of these e-services.

Developing Customer Insights and Enhancing the Quality of e-Services

Greater emphasis will be placed on gaining insights into our customers' needs and preferences. With a deeper understanding of our customers, we can anticipate their needs and better deliver e-services in a proactive and responsive manner through their preferred electronic channels.

Customers can look forward to completing their transactions with minimal interactions with Government agencies. This will be achieved with comprehensive integration of processes and services across multiple public agencies, and with the private and people sectors.

Extending the Reach of e-Services

Convenient access must be provided to anyone who wants to transact online with the Singapore Government. Citizens who have no access to the Internet can use facilities at CitizenConnect Centres in their neighbourhood Community Clubs at no charge. In addition, dedicated service staff is on hand to help those who are not familiar with using e-services. Similar helper services are available for business owners for a nominal fee at privately-run BizHelper Centres.

We will also leverage our high mobile phone penetration rate of more than 100 percent to deliver more convenient access to Government services to our customers. This will be an effective way of extending e-services to the mobile users, some of whom would not have used Government e-services if they were not available on the mobile channel.

Understand You Better, to Serve You Better

E-services configured to anticipate the needs of our customers? Information catered to suit the different demographic segments of our population? All these will become a reality with the implementation of initiatives that enhance the relationship between the Government and its customers. Proactive, responsive and integrated services will be delivered to bring greater convenience and satisfaction to customers.

Portals such as My.eCitizen and My.eBusiness could provide users with the features to customise their own homepage, view their last transactions or visited page, and set up quick access to the most frequently used e-services.

Transact on the Move... Anytime, Anywhere

With wireless communication comes new mobile services that enable customers to transact with the Government 24/7 and on-the-go. Take the CPF mPAL for example. This service allows employers of fewer than 10 employees to submit their CPF contribution details in just 3 easy steps using a mobile phone! Mobile services are also useful for environment or security incident reporting.

For the convenience of customers, Government mobile services will adopt one SMS number. There will also be a standardised SMS message format to simplify the transaction process. This will provide an easy and hassle-free way of transacting with the Government while on the move.





Increasing Citizens' Mindshare in e-Engagement

Under the e-Government Action Plan II, infocomm technology had enabled both local and overseas citizens to stay connected and engaged with Singapore. Accessing public information, participating in public policy consultations and providing feedback to Government can all be done with ease online. The following has been achieved:

- All public policies are published and explained online
- All public policy consultations are available online and citizens can provide feedback to the public policies electronically

Our iGov2010 efforts will continue to complement existing non-electronic service delivery initiatives and take the Government-citizen relationship to the next level, where citizens are actively engaged in the policy-making process.

This will involve delivering clear and useful information online in a vibrant and interesting manner. The Singapore Government Online Portal, www.gov.sg – the gateway to all Government information and e-services – will have an improved look-and-feel, better content search facilities and clearer presentation of information on Government policies and services. For example, illustrations and bite-size video snippets could be used to bring across messages in a more vivid manner.

It will also involve enhancing the effectiveness and appeal of online Government channels to attract citizens to participate in online exchanges and to provide feedback to the Government.

Building Our Social Compact... the Citizens' Opinion Counts

Separate consultation spaces for Businesses, Youths and Overseas Singaporeans will be available on the Government's Online Consultation Portal, www.feedback.gov.sg, the one-stop, interactive portal for national issues and policy proposals.

These spaces will focus on the dialogues, themes and consultations which are of concern and interest to the respective groups. For example, an entrepreneur does not have to comb through the list of consultation papers to determine if they are relevant to his business. The consultation space for businesses will have forum topics related to them, where they can voice their opinion on policies that impact them and engage in meaningful dialogue with other businesses and with the Government.

Enhancing Capacity and Synergy in Government

To meet the challenge of doing more with less, we will continually seek to improve the capacity and capability of public agencies and public officers through greater sharing of processes, data and systems across the Government.

Mapping the way to greater efficiencies will be the Singapore Government Enterprise Architecture (SGEA), a blueprint to identify potential business areas for inter-agency collaboration. It will also set data and application standards to facilitate sharing of information and systems across agencies.

More inter-agency collaborations and sharing will create synergies and enhance the Government's capacity. For instance, the consolidation of common Finance and Human Resource services to public agencies under VITAL.org – Centre for Shared Services – will bring about greater economies of scale for the public sector.

Another aspect of enhancing the Government's capacity is to use infocomm to raise the capabilities of our public officers. Infocomm will be exploited to transform the way public officers work, and to create solutions that address the common challenges they face.

Over the last 25 years, we have established a reputation for being a leading adopter of innovative technologies. A key priority in iGov2010 is to foster an environment that encourages innovative use of infocomm. We will continue to invest in innovative application of new technologies to reap the full benefits that infocomm has to offer.



Standardise, Simplify, Synergise

By 2010, a Standard ICT Operating Environment (SOE) will be implemented across ministries, organs of state and statutory boards to derive significant cost savings while enhancing operating efficiency and corporate identity.

Having a standard infocomm operating environment means that agencies will have a standard desktop, network and messaging environment, making operations and maintenance more efficient. It will also reduce the time and costs required to implement new infocomm services and minimise incompatibility problems.

i-Powered Public Employee

A technology showcase will be developed to help conceptualise new infocomm technologies that can enhance public officers' work experience, such as:

- The use of information assistants and knowledge discovery tools to manage information overload;
- The utilisation of mobile technologies to allow officers to work from anywhere; and
- The deployment of collaborative desktop tools to support work across departments and agencies.

Enhancing National Competitive Advantage

Working at the industry, national and international levels, iGov2010 will improve Singapore's strategic competitive advantage and stay at the forefront of infocomm technology.

At the industry level, we will facilitate the growth of the private sector through partnerships in innovative infocomm projects. Public agencies will collaborate with the infocomm industry in the co-creation, development and export of iGov solutions. We will also promote "Created-by-Singapore" infocomm products and services via the release of relevant intellectual property rights and the contribution of domain expertise. For example, TradeNet, a one-stop online trade declaration system, has been successfully replicated overseas based on the company's expertise gained here.

At the national level, we will foster a pro-business environment that attracts investments to Singapore. This can mean working with industry players in the use of infocomm to transform various economic sectors of Singapore.

On the international arena, we will partner like-minded countries in the development of infocomm initiatives. For instance, Singapore can leverage its infocomm experience to accelerate the development of cross-border infocomm initiatives with neighbouring countries.

Ultimately, all these efforts will strengthen Singapore's national competitive advantage and reputation as a centre of excellence – a world-class city where infocomm enriches our lives at work, learn and play.

Catalyse Sectoral Transformations with Infocomm

Public agencies play an important role in supporting the transformation of industry sectors through infocomm. One good example is TradeXchange – an integrated trade and logistics platform. Through a single-web interface to all trade-related infocomm systems, the platform will facilitate the exchange of commercial and regulatory information throughout the entire trade and logistics value chain.

TradeXchange will integrate public services, like customs declarations and the application for permits, together with private sector offerings such as financial services and insurance. With this integration, TradeXchange will further simplify the nationwide trade permit declaration system and provide the trade and logistics community with a total customer service experience.

iGov Global Showcase

The Government will share with foreign delegates and visitors our infocomm journey and experience. Visitors will learn more about the infocomm solutions implemented by our Government. The expertise of our infocomm companies will also be showcased through these solutions.

Executive development courses or seminars will also be organised for public agencies and external domain experts to share their best practices and success stories on the use of infocomm.



Journey Through Infocomm

iGov2010 builds on the strong foundation established through our 25 years of Government infocomm journey.

The Government's Infocomm Journey

The Government's infocomm journey started in the early 80's with the aim of transforming the Singapore Government into a world-class user of information technology. The Civil Service Computerisation Programme automated work functions and reduced paperwork for greater internal operational efficiencies.

The late 90's saw the convergence of information technology and telecommunications which transformed the concept of service delivery. This paved the way for the launch of the e-Government Action Plan (2000 - 2003) and the e-Government Action Plan II (2003 - 2006). The key objective of the first plan was to roll out as many public services online as possible, while the emphasis of the second plan was to improve the service experience of customers.

Today, Singapore is regarded as a leading e-Government in international benchmarking studies. Our innovative efforts in using infocomm technology have garnered us local and worldwide accolades and awards. More importantly, our citizens continue to express satisfaction with the standard of e-services delivered to them.

iGov2010 (2006-2010)

iGov2010 is the Singapore Government's five-year masterplan that leverages infocomm to continue to delight our customers and citizens. To achieve this vision, four thrusts have been identified: Increasing Reach and Richness of e-Services; Increasing Citizens' Mindshare in e-Engagement; Enhancing the Capacity and Synergy in Government; and Enhancing the National Competitive Advantage.

e-Government Action Plan II (2003-2006)

Building on earlier efforts in the first e-Government Action Plan, eGAP II aimed to achieve the three distinct outcomes of Delighted Customers, Connected Citizens and a Networked Government. Specifically the focus was to deliver accessible, integrated and value-adding public services to our customers; and help bring citizens closer together.

e-Government Action Plan (2000-2003)

eGAP was conceived to fulfill the vision of making Singapore one of the leading e-Governments in the world. Six strategic programmes were defined, namely: Electronic Services Delivery; Knowledge-based Workplace; Technology Experimentation; Operational Efficiency Improvement; Adaptive and Robust Infocomm Infrastructure; and Infocomm Education.

Civil Service Computerisation Programme (1980-1999)

The Civil Service Computerisation Programme initially started with the focus on improving public administration through the effective use of infocomm technology. This involved automating work functions and reducing paperwork for greater internal operational efficiencies. Over time, this evolved into the provision of one-stop services where government systems were extended to the private sector in implementations like TradeNet, MediNet and LawNet. Then in early 1990s, emphasis shifted towards the consolidation of computing resources in the form of a shared data centre and a civil service-wide network.

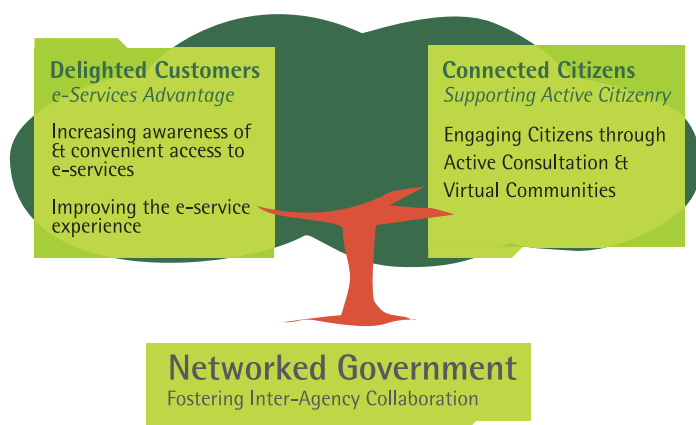
Singapore – Internationally recognised as a leader in e-Government

- Singapore topped the e-Government indices of the World Economic Forum's Networked Readiness Index five years in a row (2002-2006). We were also ranked 1st and 2nd for overall Networked Readiness in 2005 and 2006 respectively.
- We are consistently positioned amongst the top 3 in Accenture's annual global e-Government Report (2002-2005).
- We are one of the strongest e-Governments in the United Nations. In the United Nations' 2005 e-Government Readiness Report, our ranking in both the e-Government Readiness Index and e-Participation Index improved from the 8th and 4th positions in 2004 to 7th and 2nd respectively in 2005.
- Our e-Government solutions have won numerous awards. Some of the more recent awards include the 2005 United Nations Public Service Award for the Online Business Licensing Service and the CIO Honouree Award in 2005 for the Integrated Case Management System for child protection and rehabilitation officers and psychologists.

Key Achievements of the e-Government Action Plan II (2003 – 2006)

E-Government Strategic Framework

Strategies To Realise The Vision & Outcomes



Delighted Customers

Based on the 2005 e-Government Customer Perception Survey,

- 86 per cent of customers who needed to transact with the Government in the past 12 months had done so electronically at least once; and
- 85 per cent of customers expressed satisfaction with the overall quality of e-services delivered.

To improve the online experience and instil customer confidence in our e-services, 88 per cent of all eligible Government agencies have been accredited with the national trust mark initiative, TrustSg. This is to give customers the assurance that public agencies' online practices covering the areas of information disclosure, data privacy, service fulfilment and adoption of best business practices are as good as private sector benchmarks.

Our customers enjoy convenient, intuitive and easy-to-use e-services. New cross-agency integrated e-services have brought greater convenience by reducing the need to interact with multiple public agencies separately in order to complete a transaction.

Integrating Business Licensing Across Government

Individuals can register their businesses, incorporate their companies and apply for licenses using the Online Business Licensing Service. The e-service allows for the one-stop application of one or multiple licenses.

As of April 2006, 77 licenses from 18 public agencies can be applied through the e-service. Of these licenses, businesses can renew, update and terminate 59 of them. In 2005, about 40,000 transactions were made through the system.

This integrated e-Service won the United Nations Public Service Award 2005 in the category of "Application of Information and Communication Technology in Government: eGovernment".

Connected Citizens

Citizens can obtain more explanations of public policies and the rationale for these policies online. They also have the option of using the electronic channel to provide feedback to the Government during the policy formulation and review process.

Besides engaging citizens in policy-making and reviews, online channels have also been leveraged to foster greater bonding within different communities such as youth.

Networked Government

Under the area of Networked Government, various initiatives on the fronts of infocomm management, infocomm security and knowledge management were pursued.

Public agencies adopted best practices in portfolio management and project risk management to ensure good infocomm management. When constructing infocomm systems, public agencies refer to the Service-Wide Technical Architecture framework, a set of technology standards and best practices, to facilitate inter-operability among agencies' infocomm systems.

In the area of Infocomm Security, the Infocomm Security Masterplan was launched in Feb 2005. This plan aims to protect the People, Private and Public sectors against threats such as cyber terrorism, hacking and virus attacks. The plan charts the development of national capabilities, enhancement of security technology research & development, and improvement of the resilience of critical infocomm infrastructure.

Over the three years of eGAP II, awareness and appreciation of the value of Knowledge Management (KM) have also gathered momentum. There was a two-fold increase in the number of public agencies that have identified a KM vision and implementation plan for their organisation. Inter-agency KM initiatives aimed at connecting public officers with responsibilities in common operational or functional areas in different agencies have also been pursued.



Fostering Bonding and Social Cohesion Amongst Communities

The **Youth Portal**, Youth.sg, set up on 25th February 2006, is a first stop resource portal for community participation, and a virtual space for young Singaporeans who want to make a difference to the people around them. Youth.sg offers young Singaporeans easy access to information on how to start their own community activities, as well as information on initiatives that fellow youths are engaged in.

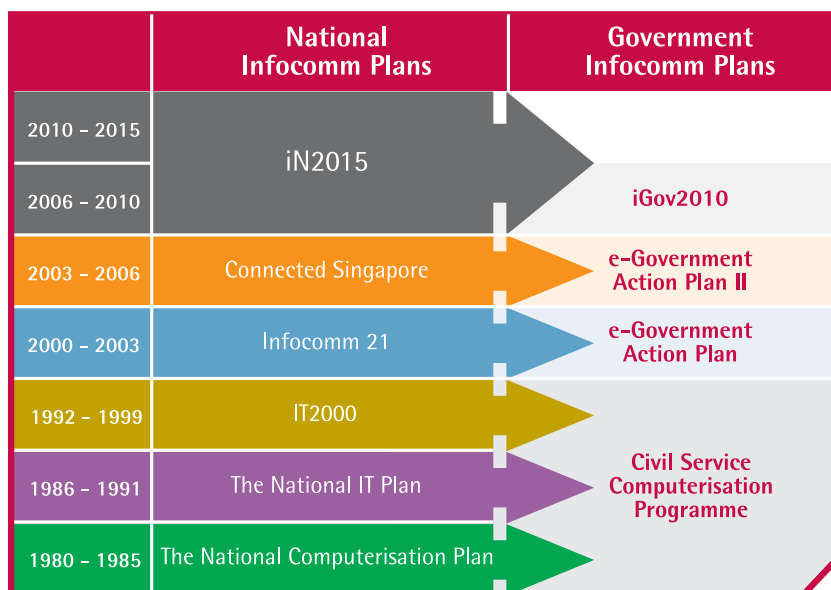
Enablers for Pervasive Adoption of KM Practices

In the pursuit to accelerate the adoption of KM practices and implementation of KM systems, two key enablers were identified. The first is the adoption of the KM Implementation Roadmap and Framework to provide public sector agencies with a KM reference model and guidelines to manage their knowledge assets and knowledge processes in a holistic manner. The second was a shared infocomm infrastructure, called the Knowledge Enterprise Network (KEN) that provides the essential components required to support KM initiatives in the public sector.

One of the inter-agency KM initiatives that had benefited from the above was the Crisis Information Situation Picture Project (CRISP). The CRISP connects the corporate communication officers from different public agencies to facilitate systematic and coherent information dissemination within the public service during civil emergencies similar to SARS.

The Nation's Infocomm Journey

Our 25 years of Government infocomm journey has evolved in tandem with the larger National infocomm journey. While the Government infocomm plans i.e. the Civil Service Computerisation Programme, e-Government Action Plan I and II and iGov2010 set the key thrusts and strategies for transforming the government sector, the National Infocomm Plans are directed at transforming the industry and society.



iN2015

Intelligent Nation 2015 (iN2015) is Singapore's 10-year masterplan to realise the promises of infocomm over the next decade. iN2015 reaffirms the strategic role that infocomm will play in achieving the vision of "An Intelligent Nation, a Global City, powered by Infocomm". It will leverage infocomm for innovation, integration and internationalisation. Encompassing similar aspects, iGov2010 spells out specific steps in the nearer term on the use of infocomm to achieve the vision of integrated government that better serves customers and connect with citizens.

Connected Singapore

The Connected Singapore blueprint sees infocomm as a key enabler to create new ideas that enrich lives, produce new value and opens up new possibilities. Through realising new possibilities, infocomm technology is the true connector - bringing together the power of computing, communications and content, to create new business opportunities, consumer value and cultural experiences. Set alongside was the second e-Government Action Plan that leveraged infocomm to delight customers and connect citizens.

Infocomm 21

Spurred by the convergence of telecoms and IT, the Infocomm 21 blueprint was launched in 2000 to develop Singapore into a global Infocomm Capital with a thriving and prosperous e-economy and an infocomm-savvy e-society. The first e-Government Action Plan was a key initiative under the implementation of Infocomm 21 that placed all public services online.

IT2000

Building on the National IT Plan, the IT2000 masterplan was launched to position Singapore as a global IT hub. The expanded focus of this masterplan included improving the quality of life in Singapore, boosting the economic engine, linking communities locally and globally, and enhancing the potential of Singaporeans.

In the Public Sector, greater emphasis was placed on integrating computing resources through the consolidation of computing facilities in a data centre and a civil service-wide network. The Internet was introduced as a new delivery channel that provided both information and transaction-based services to the public.

The National IT Plan

As our IT strategies matured, the focus shifted to the provision of one-stop services through cross-agency linkages. Three Data Hubs - Land, People and Establishment were created to facilitate information-sharing across public agencies for better service delivery. Public services were further enhanced through the automation and integration of manual processes using IT. Our groundbreaking efforts resulted in award-winning applications such as School Links, Integrated Land Use System (ILUS), One-Stop Change of Address Reporting Services (OSCARS) and networks such as TradeNet, LawNet and MediNet.

The National Computerisation Plan

Directed at improving public administration through the effective use of IT, the national computerisation effort focused on automating work functions, reducing paperwork and escalating the deployment of IT in the Public Service.

This 'start small, scale fast' approach became a catalyst for the widespread acceptance of IT. As a result, national IT capabilities were nurtured which in turn, built up the budding local IT industry.

